DCIPS Implementation Project Plan Update

Army G2
Intelligence Personnel Management Office (IPMO)
April 6, 2009

DCIPS
DEFENSE CIVILIAN INTELLIGENCE PERSONNEL SYSTEM

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Introduction

The objectives of this briefing are to provide:

- An overview of the project planning approach used to assist Army Intel in its July 2009 conversion to a DCIPS pay-for-performance system
- The way-ahead; including activities required over the next 4 months in preparation for conversion to DCIPS
- Where your command's involvement and support are critical in DCIPS planning

Assumptions:

This project plan is presented at the level of detail that pertains to your command and demands your attention. The IPMO PMO team will manage this plan and your participation in the activities as necessary to support a timely and successful conversion.

This project plan is a living document and is subject to change.

Approach

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This project plan was developed using Project Management Professional methodology and focuses on the management of time (schedule), scope, and resources (cost).

Tasks were defined in full and then prioritized in terms of those most critical to a July 2009 DCIPS Implementation.

Activities are shown from October 2008 through the development of Pay Pools guidance following the mock pay pool in Spring of 2010.

This plan has been updated in April 2009 to reflect changes to occupational structure, pay pool, and the Beta implementation.

Prioritization of Critical Activities

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Prioritization Criteria

- Tier 1 – Activities critical for July 2009 conversion
- Tier 2 – Ongoing support and activities that can be completed after conversion

Prioritization Areas

- Project Management Office (PMO)
- Communications and Change Management
- Training
- Beta Implementation
- Occupational Structure
- Pay Pool
- Performance Management
- Policy

PMO Priorities

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Tier 1

- Create DCIPS Implementation Strategy and Project Plan
  - Monitor and Control Project Plan
  - Track Command Implementation Activities (Training, PD review, Communication, etc.)
- Define the DCIPS PMO and roles and responsibilities
- Establish a governance structure
- Respond to internal and external inquiries regarding program status and success

Tier 2

- Develop and report on program metrics
- Compile lessons learned and suggested improvements

Communications and Change Management Priorities

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Tier 1

- Create Communications Strategy (including Risk Analysis and Stakeholder Assessment)
- Execute Communications Campaigns
  - Create and deliver materials to TMs, employees, and supervisors
- Continue to engage TMs through regular bi-weekly teleconference/VTCs, and local onsite visits
- Revise and expand Army's DCIPS internet presence
- Develop and schedule Road Show / Town Hall events in each command

Tier 2

Training Priorities

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Tier 1

- Finalize CHRA's role in training development and delivery
- Develop a DCIPS training curriculum
- Collect training plans from each command
- Determine resource requirements from each command
- Develop a training strategy
- Develop training content
- Deliver training to workforce
- Develop and deliver PAA Tool training

Tier 2

- Continue to develop training content
- Continue to deliver training to workforce
- Ensure DCIPS refresher training for incoming personnel and supervisors
- Re-vamp CP-35 ACTEDS Program to reflect new Civilian Education System (CES) and transformed DCIPS program

Beta Implementation Priorities

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Tier 1

- Develop approach to beta implementation including timeline, communications, and training plan
- Engage Beta Tiger Team in weekly conference calls
- Ensure PAA Tool can meet requirements of beta
- Develop program evaluation strategy to assess beta results
  - Develop operational plan
  - Develop focus group protocols and surveys for employee, supervisor views
  - Conduct beta evaluation phases and draft report
  - Develop and apply lessons learned for larger Army DCIPS workforce

Tier 2

Occupational Structure Priorities

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Tier 1

- Develop approach for employee data review process
- Draft conversion guidance

Tier 2

- Develop plan and process to create standardized competency-based position descriptions

Pay Pool Priorities

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Tier 1

- Develop communication strategy to provide workforce with an overview of how pay pools will work
- Research best practices of pay pool structures
- Investigate resource management issues
- Evaluate workforce and create analysis for potential pay pool options

Tier 2

- Determine strategy for assigning pay pool membership
- Develop and communicate pay pool processes and procedures, including guidance on the role of the PRA and deliberation protocols
- Identify Pay Pool Manager and Pay Pool Panel as soon as possible after establishment of Pay Pools
- Develop and communicate compensation philosophy

Performance Management Priorities

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Tier 1

- Accelerate training strategy for the practices of DCIPS performance management
- Create Performance Management Handbook for employees and managers
- Communicate requirements to commands regarding FY performance cycle and last year's close out, to include close out rating guidance
- Ensure commands have instructed employees to create MyBiz Accounts and identified rating hierarchies are defined (ratee, rater, reviewer) in PAA Tool
- Ensure performance plans are established in PAA by 1 June 09

Tier 2

- Create process to determine the composition and support requirements for HR support to the PRA and identify resources
- Conduct mock pay pool panel in Spring 2010

Policy Priorities

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Tier 1

- Prioritize policy areas
- Continue to analyze and provide feedback to USD(I) policy
- Convene an Army working group to begin creating Army DCIPS policies
- Create a formalized approach to compare policy and regulations from USD(I), ICDs, CIPMS, NSPS, and other Defense Intelligence organizations
- Begin to create interim policy or guidance
- Continue to create interim policy or guidance for issuance prior to July 1, 2009

Tier 2

- Continue to analyze and provide feedback to USD(I) policy
- Continue to hold Army working group meetings to create Army DCIPS policies
- Continue to create interim policy or guidance for issuance post-conversion

Proposed Priorities Summary

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Tier 1 – To be completed before July 2009 Conversion

PMO	• Create Implementation Strategy and Project Plan
	  • Monitor and Control Project Plan
	  • Track Command Implementation Activities (Training, PD review, Communication, etc.)
	• Define the DCIPS PMO and roles and responsibilities
	• Establish a governance structure
	• Respond to internal and external inquiries regarding program status and success

Communications and Change Management	• Create Communications Strategy (including Risk Strategy and Stakeholder Assessment) • Execute Communication Campaigns • Create and deliver materials to TMs, employees and supervisors • Continue to engage TMs on a regular bi-weekly teleconference/VTCs, and local onsite visits • Revise and expand Army's DCIPS internet presence • Develop and schedule Road Show / Town Hall events
Training	• Finalize CHRA's role in training development and delivery • Develop a DCIPS training curriculum • Collect training plans from each command • Determine resource requirements from each command • Develop a training strategy • Develop training content • Deliver training to workforce • Develop and deliver PAA Tool training
Beta Implementation	• Develop approach to beta implementation including timeline, communications, and training plan • Engage Beta Tiger Team in weekly conference calls • Ensure PAA Tool can meet requirements of beta • Develop program evaluation strategy to assess beta results

Proposed Priorities Summary

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Tier 1 – To be completed before July 2009 Conversion

Occupational Structure	• Develop an approach to prioritize the PDs to be reviewed • Develop a plan/process to rewrite/validate PDs with individual commands/supervisors
Pay Pool Strategy	• Develop communication strategy to provide workforce with an overview of how pay pools will work • Research best practices of pay pool structures • Evaluate Salary distributions • Determine strategy for assigning pay pool membership
Performance Management	• Accelerate training strategy for the practices of DCIPS performance management • Create Performance Management Handbook for employees and managers • Communicate requirements to commands regarding FY performance cycle and last year's close out, to include close out rating guidance • Ensure commands have instructed employees to create MyBiz Accounts and identified rating hierarchies are defined (ratee, rater, reviewer) in PAA Tool • Ensure performance plans are established in PAA by 1 June 09
Policy	• Prioritize policy areas • Continue to analyze and provide feedback to USD(I) policy • Convene Army working group to begin creating Army DCIPS policies • Create a formalized approach to compare policy and regulations from USD(I), ICDs, CIPMS, NSPS, and other Defense Intelligence organizations • Begin to create interim policy or guidance

Project Plan

(see attached MS Excel file)

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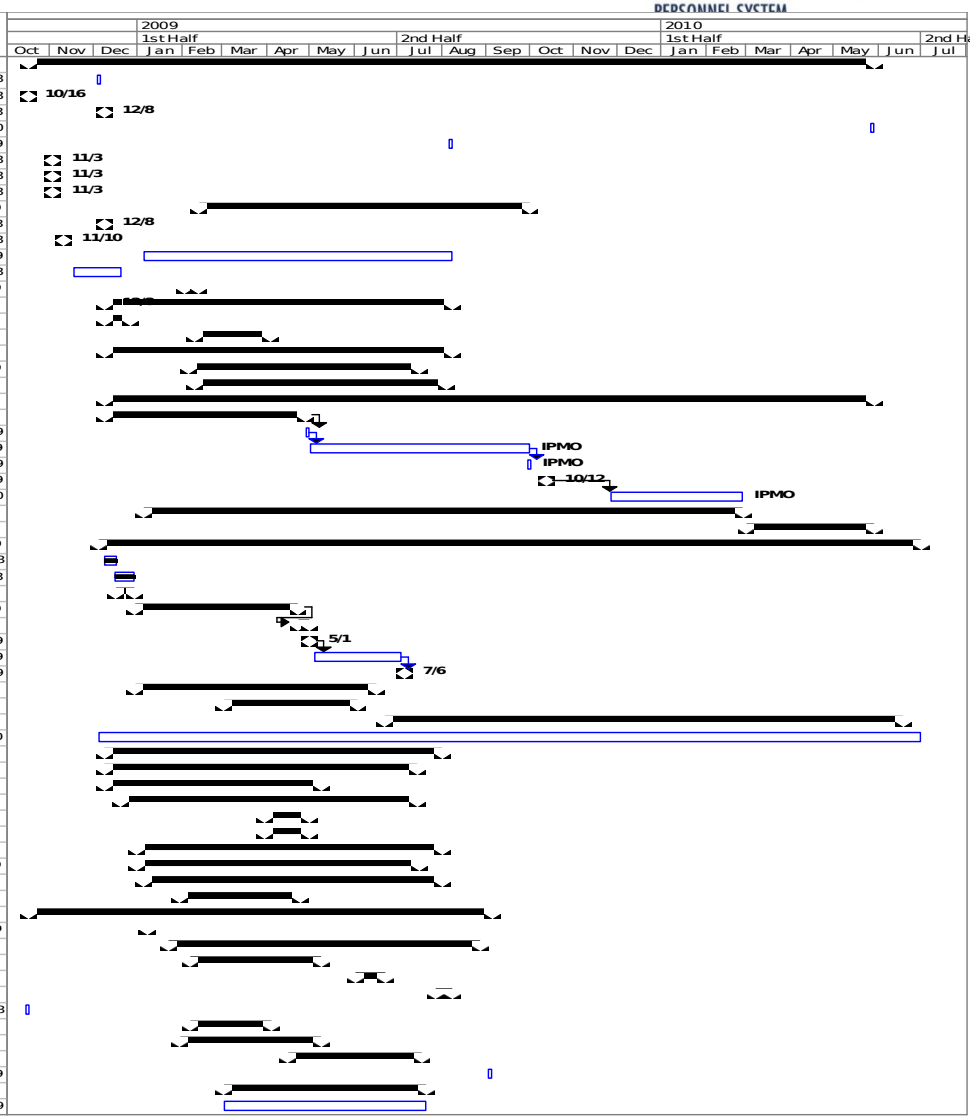
ID	Task Name	Start	Finish
	2008 2nd Half		
1	**Project Management Office (PMO)**	**Thu 10/16/08**	**Fri 5/28/10**
2	Establish PMO Roles and Responsibilities	Fri 12/5/08	Fri 12/5/08
3	Create DCIPS Implementation Plan	Thu 10/16/08	Fri 12/5/08
4	Create DCIPS Program Metrics	Mon 12/8/08	Wed 12/31/08
5	Monitor DCIPS Implementation Status	Fri 5/28/10	Fri 5/28/10
6	Army Intel DCIPS Readiness Organizational Assessment	Fri 8/7/09	Fri 8/7/09
7	DCIPS Implementation Risk Analysis	Mon 11/3/08	Fri 11/28/08
8	DCIPS Implementation Stakeholder Analysis	Mon 11/3/08	Fri 11/28/08
9	Establish DCIPS Implementation governance structure	Mon 11/3/08	Fri 11/28/08
10	**Assemble GOSC and Council of Colonels**	**Thu 2/12/09**	**Wed 9/30/09**
16	Create Internal PMO Team Project Plan	Mon 12/8/08	Wed 12/31/08
17	Create Project Plan	Mon 11/10/08	Fri 12/5/08
18	Measure Employee Feedback/Satisfaction	Mon 1/5/09	Fri 8/7/09
19	Est. Program Status reporting	Mon 11/17/08	Fri 12/19/08
20	**GAO Review**	**Mon 2/2/09**	**Wed 2/11/09**
25	**Occupational Structure**	**Mon 12/8/08**	**Fri 8/7/09**
26	**Create plan for Data Review Process**	**Mon 12/8/08**	**Fri 12/26/08**
28	**Create Conversion Guidance**	**Mon 2/9/09**	**Thu 4/2/09**
35	**Create Communication Strategy**	**Mon 12/8/08**	**Fri 8/7/09**
42	**Execute the Data Review Process**	**Thu 2/5/09**	**Wed 7/15/09**
52	**Facilitate Conversion to Pay Bands**	**Mon 2/9/09**	**Mon 8/3/09**
56	**Pay Pool**	**Mon 12/8/08**	**Fri 5/28/10**
57	**Draft Army DCIPS Pay Pool Strategy Analysis Document**	**Mon 12/8/08**	**Mon 4/27/09**
79	Deliver recommendations via Preliminary Army G-2 PayPool Guidance	Tue 4/28/09	Thu 4/30/09
80	Draft Army G-2 Pay Pool Guidance (beta)	Fri 5/1/09	Wed 9/30/09
81	Deliver Army G-2 Pay Pool Guidance to Commands (beta)	Thu 10/1/09	Thu 10/1/09
82	Conduct Mock Pay Pool (beta)	Mon 10/12/09	Wed 11/25/09
83	Continue to refine Army G-2 Pay Pool Guidance	Thu 11/26/09	Fri 2/26/10
84	**Develop Communication Strategy**	**Mon 1/5/09**	**Fri 2/26/10**
94	**Develop Pay Pool Guidance for Actual Performance Pay Cycle**	**Mon 3/1/10**	**Fri 5/28/10**
98	**Policy**	**Thu 12/4/08**	**Wed 6/30/10**
99	Identify Stakeholders	Mon 12/8/08	Tue 12/16/08
100	Collect and Organize electronic versions of all relevant policy sources	Mon 12/15/08	Mon 12/29/08
101	**Army working group to create Army DCIPS policy / guidance**	**Tue 12/16/08**	**Mon 12/29/08**
105	**Draft Prioritized Policies**	**Tue 12/30/08**	**Wed 4/22/09**
125	**Consolidate all revised subchapters into one document**	**Thu 4/23/09**	**Thu 4/30/09**
130	Submit Entire Interim Policiy for Formal Staffing	Fri 5/1/09	Fri 5/1/09
131	Conduct Formal Staffing - Review and Revision	Mon 5/4/09	Fri 7/3/09
132	Issue Interim Policiy to Workforce	Mon 7/6/09	Mon 7/6/09
133	**Develop Communication Strategy**	**Tue 12/30/08**	**Mon 6/15/09**
144	**Interim policy / guidance while formal approvals take place (optional)**	**Mon 3/2/09**	**Tue 6/2/09**
149	**Continue with working group to draft other policy areas**	**Mon 6/22/09**	**Fri 6/18/10**
155	Continue to analyze and contribute to USD(I) policy	Thu 12/4/08	Wed 6/30/10
156	**Communications and Change Management**	**Mon 12/8/08**	**Fri 7/31/09**
157	**Print Media**	**Mon 12/8/08**	**Tue 7/14/09**
158	**Communication Toolkits**	**Mon 12/8/08**	**Fri 5/8/09**
165	**DCIPS Newsletter**	**Fri 12/19/08**	**Tue 7/14/09**
176	**Internet Presence**	**Mon 3/30/09**	**Thu 4/30/09**
177	**DCIPS Website Expansion**	**Mon 3/30/09**	**Thu 4/30/09**
179	**Workforce Outreach**	**Wed 12/31/08**	**Fri 7/31/09**
180	**TM VTC/Teleconferences**	**Wed 12/31/08**	**Wed 7/15/09**
196	**Command Visits**	**Mon 1/5/09**	**Fri 7/31/09**
200	**Performance Management**	**Fri 1/30/09**	**Fri 4/24/09**
207	**Beta Implementation**	**Thu 10/16/08**	**Fri 9/4/09**
208	**Develop recommendations for Beta Approach**	**Wed 1/7/09**	**Wed 1/7/09**
210	**Design Proposed Implementation Approach for Beta**	**Thu 1/22/09**	**Thu 8/27/09**
214	**Prepare program evaluation plan to analyze beta results**	**Fri 2/6/09**	**Fri 5/8/09**
223	**Conduct focus groups/surveys for Phase 1 in May**	**Mon 6/1/09**	**Mon 6/22/09**
226	**Conduct focus groups/surveys for Phase 1 in July**	**Mon 7/27/09**	**Fri 8/7/09**
229	Draft Final Report from Phase 1 and II	Thu 10/16/08	Thu 10/16/08
230	**Develop Communications approach**	**Fri 2/6/09**	**Fri 4/3/09**
237	**Plan for Training Beta Participants**	**Fri 1/30/09**	**Fri 5/8/09**
243	**BETA Performance Management Test Period**	**Wed 4/15/09**	**Fri 7/17/09**
254	Prepare Final Report of Lessons Learned from Beta Implementation	Fri 9/4/09	Fri 9/4/09
255	**Training**	**Mon 3/2/09**	**Mon 7/20/09**
256	Conduct conversion training to commands	Mon 3/2/09	Mon 7/20/09



The Project Plan is attached in MS Excel. If you would like the MS Project version, please contact Ann Woodson at ann.woodson@bearingpoint.com

Next Steps

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- Deliver the updated Implementation Plan to commands in April 2009
- Continue to implement the plan to support July 2009 conversion
- Revise as necessary